



TURNING THE PAGE

The new year of 2013 has started, and with the necessary enthusiasm! There is plenty of reason to be enthusiastic, one of them being that we accomplished very positive fundraising results in 2012. After a slow start in 2011 fundraising has picked up, which is very important for the future of our organization. Also after much ado the Cooperative was established late 2012, and we have laid the foundation for a new International Works Council. The year 2013 will be the year of our future strategy. We are working hard on the multi-annual strategic plan (MASP), a mid-term review is being conducted and the new Dutch minister of International Trade and Development Cooperation, Lilianne Ploumen, will announce her policy late March. So the coming six months will provide important input on how we are going to shape our ICCO Cooperative in the years to come, building on the track record of nearly 50 years! We will be looking for your input soon,,,



Marinus Verweij

BRANDING THE ICCO COOPERATION

With the start of the ICCO cooperative late 2012 our corporate identity has also slightly changed. You noticed already a new logo at the top of the Newsletter. Other adaptations are necessary and will be implemented in the months to come. The objective is finalizing the changes in our visual communication before 1st of May in the whole organization. Read further on page 11.

Johan de Leeuw: “I’m positive about the future”

INTERVIEW

On the 14th of November, Johan de Leeuw started as the new chairman of the ICCO Cooperation’s Supervisory Board. De Leeuw is 59 years old and has studied at the Agricultural University in Wageningen, The Netherlands. For his entire career he has been serving the public cause. Currently he works among others for ABD Topconsult and acts as an interim consultant for ministers and government officials. Johan de Leeuw is married to Ada. They have three children and two granddaughters of nearly 4 and 5,5 years old.

WHAT IS YOUR LOOK ON LIFE?

I try to make the most of it. To use my gifts. I do that for myself and my environment, close by and far away. I have a positive look on life. In the seventies and eighties I was pessimistic about issues in society but nowadays I’m more optimistic. I believe in the future, in people’s creativity. People come up with solutions.

WHAT APPEALS TO YOU IN THE ICCO COOPERATIVE?

I am very concerned about what happens in the world,

close to home and far away. This involvement is also motivated by my faith. The ICCO principles match my vision. These are ancient principles of justice, compassion and stewardship. But essentially these principles haven’t changed. These values motivate me and the organization to work on a sustainable society in which people are able to live a better and prosperous life. I consider the new way ICCO carries out its task, a good and modern interpretation of mission and core values.

WHAT CAN YOU BRING ICCO COOPERATION?

Well, that is something you should ask the people in my surroundings. What I hear is that

they consider me an involved and connecting person. In my opinion, ICCO’s organization and tasks evolve around three pillars: content, process and relations. These three elements have to be well interlinked. On top of that we have to deal with the socialization of the organization. We want to interlink with the constituencies of the cooperation members. Enough challenges for a chairman of the Supervisory Board in order to come up with something great.

WHAT HAVE YOU NOTICED IN ICCO?

How involved people are in their work. The way they do their work, the personal input they contribute. That is one of »

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» the organization's strong points. And there is surely much more to be discovered. A point of concern in the coming years is the Cooperative's still fragile construction. I would like to move from a "membership on paper" to a more active contribution. As far as I'm concerned, the working organization should become more involved in the execution of the cooperation members' programs.

DOES THE ICCO COOPERATION HAVE A FUTURE?

Yes, absolutely. But don't think of the traditional development

cooperation but of socialization, new ways of financing and collaborating, networking, responding to changing relationships in the world and being an interesting partner for the government. We are right in the middle of these developments.

THE DISCUSSION ABOUT ICCO'S IDENTITY IS SOMETIMES DIFFICULT. WHAT IS A SOLUTION?

Attitudes about the church and faith can differ from each other but what interconnects us is the work in the field of development cooperation or diaconate. There

is not much of a difference between the two. The key is having a proper discussion within ICCO and with its members about the identity. The base principle for that discussion is the Multi Annual Strategic Plan (MASP). In this plan is concretely defined in what way we translate diversity in faith into joint development work. The MASP is supposed to inspire and bring people together.

IS ICCO KEEPING ITS COURSE?

The course is clear and will be determined in the MASP. The organization will support the findings in the MASP. A powerful Cooperative results in strengthening, broadening and socialization of the organization. And then new dynamics occur, not only smaller and reducing any more, but assertive and maybe broader and bigger, depending on the number of members and the additional work the Cooperative creates.

WHAT IS YOUR MESSAGE TO ALL EMPLOYEES, FROM LA PAZ TO DENPASSAR?

It is important to be strong together. That doesn't happen spontaneously and demands active participation. We can all be convinced of the fact that we have chosen the right direction. A direction with perspective. The organization mem-



▲ Johan de Leeuw contemplates the chess pieces on a life-size board in Zeist, The Netherlands. "It is wonderful that I have an overall vision as chairman of the Supervisory Board and I hope to be able to guarantee that the game is played by the rules. Resulting in a better society for everybody."

bers are in a sense also a unity in diversity. Diversity is what motives you and where you come from and the unity is the way you realize your programs. I'm very positive about all of this. You have to support each other, interconnect, and acknowledge each other in order to be strong together. That's the message I want to transmit to everyone, at any level of the organization.

[Read here the complete interview.](#)

Jaap 't Gilde

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Annual policy dialogue with Ministry

POLICY AND POLITICS

In December ICCO's annual policy dialogue took place at the Ministry of Foreign Affairs.

This is a meeting that we have on an annual basis with our main back donor. During this meeting, we jointly reflect on the implementation of MFS II (what went well this year, what needs further adjustments, what are the main points of attention according to the Ministry) and we discussed the challenges to come with respect to our MFS

II program but also more in general. It is also an occasion to jointly exchange ideas on the latest (political) developments in the sector. Our last meeting was very much appreciated by both parties. And we felt that from the Ministry's side there was a lot of curiosity and appreciation for the steps ICCO is taking to prepare itself for the post 2015 period.

Machteld Ooijens

Marinus Verweij in India

POLICY AND POLITICS

ICCo India started the New Year with a bang by hosting ICCO's Chair of the Executive Board Marinus Verweij for a brief visit from 19 -22 January. He interacted with staff of ICCO and Kerk in Actie, had meetings with ICCO India's Governing Board members and talked also to a Regional Council member from the corporate sector.

Two fields visits were incorporated in the program

1. FED partner Chetna in the southern Indian state of Andhra Pradesh. Supported by ICCO, Chetna intervenes in organic cotton supply chain to ensure food security of tribal communities, link them to local and international markets and also explore linkages with the Fair Climate program. During his visit Marinus inaugurated a piece of land (see photo) owned by the beneficiary farmers of the program by literally breaking the coconut as part of local ritual!
2. CT&D partner Dalit Foundation that works with marginalized and socially oppressed Dalit communities in a peri-urban area near New Delhi. Marinus saw the interventions that are taking place to fight against manual scavenging, the most extreme manifestation of Dalit discrimination.



The visit was very hectic, but Marinus was able to impress, motivate and re-energize the team in India and show the way forward...

Aparna Sah

Political will and business leadership

All around the world front-runners in the business communities are realizing they are also responsible for the negative impacts of their business activities on the environment and society. At the National Sustainability Congress in The Netherlands (November 2012) they discussed how to bring the debate on sustainability forward. Biggest challenge: to get governments involved in these processes. Therefore the CSR Platform in The Netherlands and ICCO recently pleaded with the Dutch minister for International Trade and Development Cooperation for a stronger government role.

In order to tackle the current crises we need a systemic change according to John Elkington (inventor of the

people, planet, profit concept), who opened the congress. This change can only occur if the lack of political will to take unpopular and drastic decisions is overcome. But we also need, according to Elkington, visionary leadership from businesses who need to create space for governments to operate. And we are out of time says Elkington "There is a need to pick up the pace, from incremental to systemic, from narrow to wide scope, from short to long term... Companies that do not change now are on the wrong side of history."

CHANGE LIFE

Herman Wijffels, former CEO of the Rabobank and former Dutch representative at the World Bank, agreed with the urgency displayed

by Elkington. In a debate with the former CEO of TNT Post, Peter Bakker, and the chair of the Dutch employer's organization, urged us to change the way we relate to life and how we satisfy our needs. No longer should we only define our well being in a materialistic way. The two stressed the importance of government intervention. According to Bakker, national governments lag behind, with the exception of South Korea and Denmark: "In RIO+20 businesses took over. But we are not fast enough: climate change is here and poverty is a major issue". Wientjes agreed that at least the Dutch government at the moment is not playing a positive role in the debate: "Politicians decide the conditions, and politics is wavering. They offer no clarity".

COOPERATE

In a recent discussion with minister Ploumen the Dutch CSR Platform urged the minister to take a more proactive role in the discussion. Self-regulation of Dutch businesses is not enough. Although the minister acknowledged the importance of the sustainability agenda, she also added she did not want to operate as a schoolteacher telling companies what was wrong and right. She wants to cooperate with companies, and see where she can help them bringing CSR further. It is now up to ICCO to carefully read her new CSR policy (expected March 2013) and to monitor its implementation, to make sure this approach of a cooperation between governments and business is effective. We hope for the best.

Manon Wofkamp

Shared Service Center formed

In the Global Office in Utrecht, preparations have begun to merge the departments ITC, HR and FACTS with similar departments of the Service Centre of the PKN (DOPKN). The aim is to provide professional services to customers in a joint department on 1 January 2014.

DOPKN and ICCO decided to set up a Shared Service Center for various reasons. We are being pushed by the changes in subsidy flows, declining revenues from local parishes, fewer

people and resources available to support customers and changing laws and regulations. And last but not least too much energy is lost in the coordination between the various departments of DOPKN and ICCO. Both organizations also see many opportunities in joining forces:

- better guarantee of good service. More expert staff can share work;
- develop better quality by learning from each other and jointly launch new developments;

- better control of the costs or even reducing costs through joint purchasing;
- creating a good working environment with more variations in tasks and / or customers.

The project Shared Service Center is headed by Ruud van den Broek (DOPKN). Jaap Kingma, Willemijn Lammers and Remmert Eijle make on behalf of ICCO part of the team. Clients are Haaije Feenstra (DOPKN) and Wim Hart. Until the summer, vision, strategy, department plans and a business plan are

written, after the summer, the implementation of the Shared Service Center starts. The project team pays especially attention to customer, financial and employee values. But also culture, governance and organization structure are high on the agenda.

In the coming months the project will require efforts and flexibility especially from the colleagues of the departments involved. They transform products, processes and systems while the regular work continues.



In office		HUMAN MATTERS
Olive Makhela	RO Southern Africa	Receptionist
Maarten Derksen	FairClimateFund	Fund Manager
Orlando González	RO Central America	Facilitator
Astrid van Rooij	RO Central and Eastern Africa	Program Manager Agri-skills 4 You
Joseph Kabuyaya	RO Central and Eastern Africa	Financial Administrator
Henk van der Honing	P&D	Trainee
Elja de Jong	IP - Togetthere	Volunteer
Alies Rijper	IP - Togetthere	Volunteer
Anne Marieke Schuit	IP - Togetthere	Volunteer
Giovannia Solórzano	RO Central America	Program Assistant
Rob Stoof	IP - Togetthere	Volunteer
Laurie Visser	IP - Togetthere	Volunteer
Trude Vredeveld	IP - Togetthere	Volunteer
Dian Wahyuni	RO Southeast Asia and Pacific	Assistant Financial Officer
Elvis Otim	RO Central and Eastern Africa	Financial Administrator
Anara Ismailova	RO Central Asia	Program Officer
Marcel Neutel	ICCO Investments	Senior Investment Manager
Jaap Vermeulen	RO Central and Eastern Africa	Country Program Manager
Lucio Valancia	RO South America	Bookkeeper
Christian Arróliga Escobar	RO Central America	Program Officer
José Jiménez Pérez	RO Central America	Communications Officer
Caroline Ort	RO Central and Eastern Africa	Regional Fundraising Officer
Michael Dadi	RO Central and Eastern Africa	Fund Manager
Sipho Vundla	RO Southern Africa	Office Assistant
Desirée Immerzeel	P&D	Program Officer TAA
Umed Kasymov	RO Central Asia	Country Representative
Caroline van der Wal	IP - Togetthere	Volunteer
Harry Tuinstra	Terrafina	Administrative Officer
Out of office		
Marielle van Stiphout, Emma Saavedra Serrano, Christian Cito, Riveros Malena, Bulelwa Mshumpela, Erin Troost - Rijnders, Liesbeth vanBrink, Thiago Machado, Paula Dijk, Mart Hovens, Wilco Bokhorst, Claudette Zijlstra - Turnbull, Ingrid Kruiter and Jorge Gottret.		

Real time rehearsal pays off... Security issues in Bamako

HUMAN MATTERS

Was it good or bad luck to be confronted with a coup d'état in Bamako last spring in 2012?

At this stage, knowing there were no major problems or casualties, I would say: good luck! It was an excellent opportunity

to do a real time rehearsal of dusting off our security plans and intensifying relationship with other NGO's and the ACT partners in particular. And to be introduced to the mechanism of our ICCO Crisis Management Team, under Rommie Nauta's

leadership. That helps us here on the ground not to be blinded by the local perspective only! And that also advises, taking in information from all sides, on possible travel of colleagues to Bamako.

Our Mali security plan has been updated and approved thanks to the Mali crisis! We are finalizing the security plans for the other countries in the region as well, now that we know that even the most "stable country" can easily get into disorder. And then it is good to have some guidance!

The most important element of our preparations has perhaps been the very frequent security updates that we did in March

and April, just exchanging what we heard, informally and formally. That created a basis of trust between team members that pays off now that the country is at war. However we do not underestimate the situation and look at the current new trends and security developments. This will keep us focused, helps us to keep some kind of control and be prepared in case we need to act immediately.

Perhaps it is with security matters as with building a house: you need to go through it at least twice: the second time you can avoid the mistakes of the first time, or just do it even better!

Leo Spaans



▲ Young people hanging around at a resistance memorial

PHOTO RAYMOND RUTTING

Education program f2f meeting

PROGRAMS

In the first week of November 2012 a global f2f meeting was held for the basic education program. ICCO program officers and country coordinators from nine countries gathered with staff from Prisma (members) Edukans and LECs.

The meeting was a great opportunity for people to meet, interact and exchange experiences. The basic education program is currently implemented in fourteen countries, two RO's of ICCO (Central-Eastern Africa and West-Africa) are involved, five Prisma members: World Servants, Salvation Army, Help a Child, Light for the World, Oikonomos and ZZG and Edukans.

Throughout the week we mainly worked on improving

the Theory of Change in the country programs, this was presented in combination with the STAR school model. The Theory of Change and STAR school model were used to make the vision and end goal of the program very clear and to analyze each partner's contribution. This analysis will be followed on country level together with the partners.

A special event in the middle of the week was the Edukans Master class, with the Dutch Princess Laurentien. She encouraged us all to continue with promoting basic education and she stressed the importance of literacy. Through the Master class program and in personal talks we presented and promoted our education program

to the Dutch audience. The five days program was very full, but on luckily in the evenings there was time for drinks and informal interactions. From the feedback, the

personal interactions and the sharing and learning between the countries was appreciated mostly.

Helmke Hofman



▲ Master class with Princess Laurentien

AGENDA BOARD

13 February

Winner of Dreamfund

Postcode Lottery announced

14 February – 5 March

Marinus to Southern Africa

23 – 27 February

Wim to South East Asia

4 March

Encounter with Minister

Ploumen

9 – 13 March

Wim to Central & Eastern Africa

9 – 18 March

Marinus meets Dutch MPs

4 April

Cooperative Day for members staff in Utrecht

2 – 5 April

Marinus to West Africa

10 – 12 April

Directors meeting E8 in Berlin

25 – 26 April

IAC meeting

ICT support farmers in Kenya

PROGRAMS

Today I was checking partner updates at our [Connect4Change website](#), and look, there is a new picture from ADS-Nyanza. Enabling farmers to [access crop protection information](#) via their mobile phone in a text message.

In Kenya 80% of the rural population has immediate access to a mobile phone, in some other countries in Africa, this is between 50 and 70%. However, getting to know the possibilities of even the simplest mobile phone (programming reminders, using text messages) is part of the training that ADS-Nyanza and other C4C partners give

to farmers.

Another ADS activity was, to match farmers' demand for information with supply from the official Kenyan Agricultural Research Institute. What are good agronomic practices in the context of Kenya? Nowadays hardly any farmer can supply a national level supermarket chain or an exporter without a certificate on good agronomic practices. ADS also was involved in translating such guidelines into text messages that farmers can easily access.

And now they place an update on this project on the [Really Simple Reporting platform](#) of

[Akvo](#), to show the whole world how such a text message looks like. With Connect4Change, ICCO introduces ITC to its FED partners in six countries, Bolivia, Burkina Faso, Ethiopia, Kenya, Mali and Peru. With a filter on the online projects catalogue at the Connect4Change website, you can easily trace most of the partners and their updates: Just go to projects, and put ICCO in the "select organization" option ([or click here](#)).

Lucky browsing!

Rob Witte

CONNECT 4 CHANGE

Finding a place in the value chain

It was Inday's first time to experience the Chocolate Hills. She's never seen it before, never thought she'd see it in a leisurely manner as she did during the ICCO conversations on Gender and Value Chains Development (VCD) last December. It was also her first time to hear about value chains.

Orlita "Inday" Benigay, 51 years old, spends most of her time attending to her coconut and fruit trees in Guindulman more than five hours from the Chocolate Hills. While tourists travel far and spend dollars to see this thousand hills landscape, Inday couldn't afford to spend her hard-earned pesos to do the same. Well at least not

until her priorities have been sorted out to ensure the daily survival needs of her family, to attend the farm and backyard garden and to implement their organization's plans. All of this takes more than 12 hours of her day already.

WOMEN'S MARKET

Being one of the leaders of the National Rural Women Congress (PKKK), Inday is in charge of promoting the rural women agenda. Last October, she braved her way to Manila to participate in the Women's Market 2012. The Women's Market was an advocacy and economic event that was meant to highlight the significant contribution of rural women in food



▲ ICCO Southeast Asia team with Angelica Senders.

security and local economy. The idea was to propose an alternative economic framework that gives emphasis on substantive benefit to small producers, especially women.

GENDER AND DEVELOPMENT

Gender and development is one familiar field for Inday,

but to find it at the center of a conversation that she's not so familiar with is another matter. Inday joined the PKKK team to originally help with the logistics, but she found herself sitting in sessions instead, trying to absorb as much as she can. Inday also joined the field trip of the ICCO conversations on Gender »

» and VCD to the Barangay Laca. Together with the other participants she visited the salabat (ginger tea) processing center. There she got to know about the Laca Multipurpose Cooperative. The cooperative was officially registered in 2007 and has increasingly involved the community, presently 14 men and 31 women in the production of the instant ginger powder beverage. In 2012, the cooperative held a gender responsive value chain analysis

in partnership with the local government and the GREAT Women project. The GREAT Women is a capacity building project facilitated by the Philippine Commission on Women.

LEARNING PROCESS

For the Laca cooperative the ginger tea production is flourishing and displays potentials though not without challenges. Some of the challenges include the steady supply of ginger, the fluctuating price of produc-

tion inputs, and of course the sustainable access to market. And as Inday listened carefully to their experiences, she took down notes comparing their situations in Guindulman. After the sharing she approached the general manager of the cooperative, also a woman, and they exchanged contact details. It turned out there might be possibility that Inday and her members in the organization may be able to help out with the supply of ginger. Inday might

have found her place in the value chains.

The Conversations in VCD was a learning process, not just for Inday, but also for the rural women coalition. The event capped the 2012 year of partnership between PKKK and ICCO and we hope to continue our cooperation in 2013 to establish value chains for rural women.

Marcella Bos and Daryl Leyesa (PKKK)

Gender and leadership by women

In 2010 the ICCO office in DR Congo developed a program to address violence against women in response to this terrible scourge in eastern DR Congo. Understanding of women's issues has expanded and after discussion with women and women organizations, the program has repositioned its intervention in 2012 towards Gender and Leadership by Women.

Gender and Leadership by Women implies work to promote women's leadership in order to increase the representation of women in decision-making bodies at all levels including conflict resolution and all efforts for the maintenance and promotion of peace and security. Promoting women's leadership meets the challenges of women in situations of conflict, requires sensitivity and listening to human realities specifically and differently experienced by women. Program partners initiate trainings, conduct visits, listen to community needs, plan strategies, direct advocacy actions and use culturally appropriate ways

to boost women participation in leadership structures at all levels.

The strategic action plan focuses mainly on:

- analysis of the political, economic and cultural context,
- understanding of political and strategic frameworks focused on gender equality and
- planning and implementation of programs aimed at increasing equality of political representation of women, management and evaluation of programs of gender equality.

The Gender and Leadership by Women synergy is a space of thought and discussion to allow women and community members to change their perceptions of women. Women are not only as victims of conflict, victims of sexual violence and victims of their circumstances, they are also key actors to address and change their context. The violence to which women were subjected contributed to the emergence of new values and capabilities that would allow women to control their destiny, to play a leadership role and influence political deci-



sions. From then, women can be actors and stakeholders capable to participate and influence decisions that contribute to the maintenance of peace and security.

A planning meeting was conducted with three partner organizations: SOFIBEF, SARCAF and DFJ from October 25 to 26, 2012, to harmonize their strategies. These organizations are the core group of the Coordination of Gender and Leadership by Women in the North and South Kivu. Other organizations (national and international) are welcomed in the synergy to share experiences and for

complementary interventions. The Coordination will organize quarterly meetings to foster interaction, set up a website and mainstream interventions on sexual violence. It will also build on the achievements of PROCOVISE, an ICCO project against gender based violence in DRC. This program began in the eastern provinces of North Kivu and South Kivu in the DR Congo. It plans to expand its actions in the future and connect at national level at first and then at regional and international level with human rights and women leadership groups.

Irene Turner



EU Aid Volunteers: postings on resilience

In January, seven Dutch volunteers started their six-month postings at ICCO and Kerk in Actie partners in Africa and Asia. Their postings are part of the ECHO-funded pilot project under the EU Aid Volunteer program, which is coordinated by DMU and Togetthere. A short update.

As envisaged in the Lisbon Treaty of the EU, the EU Aid Volunteer corps wants to enable joint contributions from European volunteers in humanitarian aid operations. Volunteer postings are intended to contribute to increased resilience of vulnerable or disaster affected communities in third countries, through strengthening capacity of local organizations in this field. EU Aid Volunteers is the official name that replaces the working title 'EVHAC'. Lessons

learnt from all pilot projects will shape the framework of the corps. The corps is supposed to start in 2014.

IDENTIFYING PARTNERS AND VOLUNTEERS

The project started in July with a meeting at ICCO and Kerk in Actie with consortium partners Finn Church Aid and the Czech Diakonia ECCB and associated partners Wageningen and Copenhagen universities. Based on a needs assessment (in cooperation with RO colleagues) seven partners were identified with the necessary qualifications to cooperate with a volunteer on strengthening staff and organizational capacities.

The quality of the responses on the vacancies was surprisingly high. We have chosen to refer to selected candidates

as advisor volunteers, to pay tribute to their role in capacity development, while acknowledging the volunteer status of their positions.

On 26 November a two-week preparation training for all 15 volunteers (7 Dutch, 5 Finnish and 3 Czech) took place, covering the elements of resilience and (CB)DRM (in cooperation with universities), capacity development, facilitation, PME, safety & security, stress management, e-learning and communication. The training was generally well received. Skype discussions with partner organizations, POs and volunteers took place to discuss the outline of responsibilities and tasks of the volunteer advisors.

IN THE FIELD

The volunteer advisors have now started their work: Anne

Marieke Schuit (at CCC in Liberia), Caroline van de Wal (at APDA in Ethiopia), Elja de Jong (at CoU-TEDDO in Uganda), Laurie Visser (at RDRS in Bangladesh), Rob Stoof (at SARCAF in DRC) and Trude Vredevelde (at CDRM-CDS in Indonesia). Due to security risks in Mali, we try to find another appropriate posting for Alies Rijper. During the first month, work plans are prepared to guide interventions, based on the agreed ToRs. Volunteer advisors will share experiences and lessons learnt on capacity development for increased resilience and more [on the wiki](#) and [website](#) (online soon). Of course, you can also contact one of us for further information.

Judith Grootscholten, Togetthere
Jeroen Jurriens, DMU

MyWorld professionals meeting on CSI

Impulsis is the joint program of Edukans, ICCO and Kerk in Actie on projects by Dutch Civil Society Initiatives (CSI). Besides Impulsis there are several other organizations who dedicate their work to these small scale projects and are united in the platform of MyWorld.nl. Twice a year these 'professionals' of the 'fourth pillar in development cooperation' meet.

On January 17th the MyWorld professionals' meeting was held at the Tropical Institute in Amsterdam. Sara Kinsbergen from CIDIN (University of Nijmegen) presented a glimpse of her latest findings from her research on CSI. This summer the results will be presented. In the previous phase of the research it became clear that in the results of CSI projects the output is often OK, the outcome is mostly fine, but do the results have a lasting impact on poverty reduction? After this presentation reporter Niki Frencken showed her newly finished documentary 'the Manual on Doing

Good' about the pros and cons of CSI projects in Uganda. Both the research on CSI and the documentary gave much cause for debate. If CSI mostly produce practical results (brick and mortar), what is our purpose of working with them? To educate them, try and build their capacities? Or do we value their passion and inspiration, their connection to southern partners at grass root level? How much influence do we have to 'change' them and do we need to use it to the fullest? How can we get into contact with many more of the estimated 10.000 such CSI organizations in the Netherlands and how can we stimulate their local partners?

Hopefully the results of the Kinsbergen research and future meetings with the network of professionals who support CSI will bring further insight in this field. If you feel you want to contribute to our discussions, please contact us at info@impulsis.nl.

Progress in Haiti earthquake rehabilitation

On 12 January 2010, Haiti was struck by an earthquake with a magnitude of 7 on the Richter scale. The capital Port-au-Prince and surrounding areas were severely hit, causing massive destruction of buildings and killing over 200.000 people. The ICCO and Kerk in Actie Country Office was destroyed.

In the following year, a cholera outbreak added to the difficult situation the Haitian people were in, many of them already homeless and suffering from bad hygiene. ICCO and Kerk in Actie have been involved in emergency aid and reconstruction since the day of the disaster, having received funds from the Dutch

public and government. Although vegetables were sold again in the streets the day after the earthquake, three years later a substantial amount of people is still living in tents or self-made shelters. In these circumstances, plagued by rats, flooding and insecurity, it is difficult to work on one's livelihood. New disasters come and create new problems: in 2012 only two devastating tropical storms passed Haiti, Isaac and Sandy, destroying crops and making roads impassable. ICCO and Kerk in Actie projects focus on housing, agriculture, vocational training, human rights and income generation. Funding not only flows bilaterally, but also through collaboration within the ACT Alliance. ICCO and Kerk in Actie aim to strengthen

organizations, besides funding projects. Since ICCO and Kerk in Actie need to phase out the Haiti program, capacity building will help partners in continuing their work through different means.

Rehabilitation after a disaster is a long-term issue. Many projects need time for results to show. Even after the planned five years for spending funds, Haiti will not have fully recovered. The example of hurricane Katrina in the USA shows it may take up to ten years before infrastructure is restored. A poorer country like Haiti will need time to recover. You can find photos of projects on the Dutch website of Kerk in Actie.

Els Hortensius and Patricia van Delft

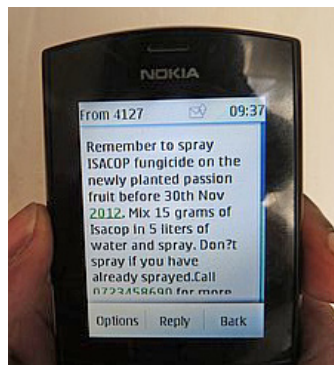


Akvo and ICCO

In December Akvo staff introduced themselves to a broad representation of Global Office. ICCO cooperates with Akvo since 2008 on displaying Impulsis water projects on the internet with a "donate" button. Akvo is also a member of both the [WASHalliance](#) and the C4C (Connect for Change) Alliance, in which ICCO participates too. In C4C we have agreed to use [RSR= Really Simple Reporting](#). Besides on-line project data, we ask partner organizations to place updates in the form of short blog posts, a picture with a short explanation, or a short video message. [See e.g. C4C project in Bolivia](#).

Another example of cooperation between Akvo and ICCO is 'FLOW'. Last year Akvo acquired

this smart phone-based application "FLOW", which allows direct communication between android smart phones and an (online) database, especially for monitoring field work. In co-operation between P&D (Stineke Oenema), PMEL (Martijn Marijnissen) and RO SE Asia (Heny Soelistyowati) we pilot flow for collecting grassroots data on household food security. Maurits Servaas (PMEL, based in Kampala) also works on a smart phone link in the client satisfaction pilots with partner organizations in Malawi and Ethiopia. Akvo is an expert in "open data" on aid flows according to an international standard (IATI). Primary objective here is to enable recipient governments to trace and manage all (official) aid flows and project under their



responsibility. Akvo helped DGIS to publish its aid data according to this standard, and DGIS is now inviting the Dutch NGO sector to publish "what it can". Within ICCO we are studying what it takes to follow this standard, and how we need to prepare ourselves, both in terms of technicalities of automatic data transfer and in terms of

COOPERATION

data quality and communication strategy, in two project groups with Rob Witte (P&D), Dorine Schuurman (ICT) and Thies de Waard (FACTS).

In more general terms, what makes AKVO interesting is their web-presence: They are in the forefront of utilizing the internet and ICTs for purposes of international cooperation, grassroots participation and improved communication between different types and levels of actors. To get a sense of this, please view the [video interviews of their two directors](#).

Contact: Rob Witte

See also the announcement of this event at the [P&D wiki on ICCO and Akvo](#).

Agreement with important bank in Central America

ICCO RO Central America and the Central American Bank for Economic Integration (CABEL), recently signed a MoU for Cooperation. Mariecke van der Glas (RM) signed the document with Nick Rischbieth, CABEL's Executive President at an event in Tegucigalpa, Honduras.

CABEL is the most important development bank in Central America. Its main experience is in providing loans and other investment instruments to partner organizations and channeling of resources in partnership with other international entities. The general purpose of the agreement is to give support to development oriented financial institutions, producer organizations working at rural areas of Central America whose clients need access to financial services. ICCO and CABEL will facilitate

financial services and products for economic and value chain activities developed by micro, small and medium enterprises. Operations will be strengthened in three selected "pilot countries": Guatemala, Honduras, and Nicaragua.

Through this agreement ICCO will support partner organizations that could be assisted with loans and equity funds, sometimes in addition to grants or guarantees, in order to get access to CABEL's financial instruments. ICCO will also be able to provide capacity building, institutional strengthening, designing and development of new products and services for the agricultural sector, technical assistance and guarantees, among other, to existing and new CABEL's partners. For this purpose, ICCO is willing to

open its guarantee facility for projects funded by CABEL to leverage credit operations of joint projects. The guarantee fund of ICCO will prioritize the agricultural sector and value chain finance.

ICCO and CABEL share mutual strategic regional partner organizations such as REDCAMIF, RED Katalysis and RED MI-CROH. These mutual partners are expected to play a part in the implementation of the MoU, particularly in the presentation of potential and qualified organizations for the mechanisms developed by the agreement. Parties will collaborate to identify which investments opportunities will be feasible to support; how to originate joint investment projects and how

to co invest together. ICCO will offer partnerships with a dual return to investors: financial and social. Therefore private-public partnership investments are also an opportunity to be explored through this agreement.

Both ICCO and CABEL have a recent history in institutional relationship. They joined as sponsors in an event on rural finance that took place in San Rosa de Copan, Honduras in October 2010. With this agreement, ICCO and CABEL expressed their intention to deepen their collaboration for the period 2013-2015.

Carlos Roberto Fonseca



"WE NEED YOU – AND WE THINK YOU NEED US!"

Rev. Dr. Olav Fykse Tveit came to Utrecht to deliver the annual Ecumenical Lecture on January 19th. Dr. Tveit, the General Secretary of the World Council of Churches, also paid a visit to our office. ICCO and Kerk in Actie both have a strong and longstanding relationship with the WCC.

In a discussion with the staff of the GO, but also with representatives of other ecumenical NGOs in The Netherlands, Dr. Tveit pointed at the particular contributions of the Dutch to the



ecumenical movement. 'It was not by chance that the WCC had its founding meeting in Amsterdam' Tveit said, 'nor was it by chance that our first General Secretary was a Dutchman. The Dutch society and the Dutch churches have always had a strong international outlook – perhaps out of necessity, living in such a small country.'

Dr. Tveit shared a lot of information on the forthcoming Tenth Assembly of the WCC to be held in October/November this year in Busan (South Korea) under the theme: 'God of Life: Lead us to Justice and Peace' (for more info: see <http://wcc2013.info/en>). Tveit said that the churches should not stop at making statements and resolutions, but devise concrete action plans to help change the world. 'We must move from resolutions to contributions. We should not pretend to have the blueprints for tomorrow's world, but I do know that the values and the commitment that we, as an ecumenical movement, can bring to global tables are very much wanted and valued'.

Already, ICCO and Kerk in Actie are preparing their contributions to the Busan Assembly in the form of workshops. Tveit and his colleagues invited all the organizations around the table to participate in the various conversations that will take place there, since these voices cannot be missed. 'We need you – and we think you need us!'

Roel Aalbersberg



▲ Doekle, Guity en Robert

With the establishment of the Cooperative on 14 November the old Supervisory Board created place for a new Board. The ICCO organization owes a lot to the former Board members Doekle Terpstra, Robert Veenstra, Guity Mohebbi, Bert van Boggelen, Gert van Dijk and Birgit Meyer. They led the organization through challenging and sometimes also difficult times. In March ICCO says in an appropriate and private way farewell to them. Gert van Dijk returns in the new Board. Three of 'old' members look back on their supervising work.

1. HOW DO YOU FEEL WHEN YOU LOOK BACK ON THIS PERIOD?

"Maybe it's strange but I have an ambivalent feeling. I'm proud of the new position ICCO has taken in the field of develop-

ment cooperation. A great compliment for the organization that has given shape to this position. ICCO has understood in time and pro-actively that the government is withdrawing and that global relationships are changing. However, the organization in Utrecht has paid a high price for this. The personal consequences have been enormous and I have a lot of respect for the way that has been dealt with".

Doekle Terpstra

2. WHAT WAS YOUR MANAGEMENT HIGHLIGHT?

"Transferring the chairmanship to Johan de Leeuw, the new chairman of the Supervisory Board, mid-November. That was a confirmation of the organization's turning point. That was the goal we had been working on for quite a while and with

THANKS and all the best

GOVERNANCE

a lot of conviction. A shame to leave now but it was a logic moment."

Doekle Terpstra

3. IS ICCO READY FOR THE FUTURE?

"Yes. ICCO has always been a trendsetter and with all the adjustments and adaptations it has made in the last years, it is absolutely ready for the future. PROCODE and the ICCO Cooperative are good examples of 'out of the box thinking' and new approaches with regard to development cooperation".

Robert Veenstra

4. WILL YOU MISS ICCO? WILL YOU CONTINUE TO FOLLOW ICCO'S WORK?

"I won't miss ICCO as I will always continue to be involved. ICCO and I follow each other on the social networks and will not

lose sight of each other."

Guity Mohebbi

5. WHAT DO YOU WISH ICCO AND ITS WORKERS FOR THE COMING PERIOD?

"I cite Kennedy: Geography has made us neighbors. History has made us friends. Economy has made us partners and necessity has made us allies. Nobody can separate what has been united by God. A shared future will have to be built together and you can make a special contribution to this future. Using universal values of our shared humanity and looking beyond individual wealth and growth makes you and your work unique. I'm grateful for the time I spent working with you and getting to know you. Keep the good work going, now and in the future!"

Guity Mohebbi

CHAT WITH GABRIELA BARBOSA (26), RC MEMBER FOR SOUTH AMERICA

WHAT MAKES YOU PARTICIPATE IN THE RC?

I appreciate the importance given to the RCs, which can be considered as a democratization process of ICCO. I believe in spaces for democratic participation to strengthen civil society. One of our missions is to contribute to strengthening social networks, organizations and civil society regarding sustainability, thinking and acting globally and locally.

WHAT DO YOU DO IN DAILY LIFE?

Since 2006 I am the president of the Association Terrazul Alter-

native, an environmental NGO based in northeast of Brazil (Fortaleza). This organization emerged in 1999 through different groups of trade unions, working on issues related to environment and health with the aim to develop actions of social ecology. I enjoy the history of this organization, acting in the fronts, daring to innovate and work through youth participation in social networks related to sustainable consumption and agro ecology. I coordinate projects such as the Youth Training center and projects related to sustainable development, such

as a cashew income generating project and an agro ecological fair.

WHAT CAN A RC CONTRIBUTE?

Understanding the situation of each country in Latin America through the analysis of the members. We see what progress is needed and where it's necessary to add efforts to transform realities. It is the members themselves that live these realities and we therefore can help guiding the work of ICCO. The RC is also a collective learning space for each counselor.



WHAT DO WE SEE ON THE PHOTO?

The photo was taken during a visit to a counterpart of ICCO in Bolivia, to get an impression of some of the work supported by ICCO in this country. After this visit, the community prepared us a light meal with products that were produced on their lands. This little girl was a little shy, watching us from the »

» corner watching. Slowly we began to interact. She was very beautiful and friendly.

HOW DO YOU SEE THE ROLE OF THE PRIVATE SECTOR?

Companies are part of society. They don't only have as a challenge but also their obligation to hold its environmental responsibility through management of its waste and consumption of its entire production chain. Being an important sector in the economy, companies should invest in sustainable development with social

and environmental technologies. I believe that real-life practices are the most realistic ways to deal with companies. Evaluate which company is "social-environmentally friendly". The real change, minimizing negative impacts of environmental destruction, like global warming, has to come from the whole society, in all spheres. Only then we can overcome the global environmental crisis and live in harmony with nature.

Interview Margot Bolwerk

AGENDA REGIONAL COUNCILS

RC South East Asia, 25 -27 February, Myanmar
RC Southern Africa, 28 feb - 1 March, South Africa
RC Middle East, 5-8 April, Bethlehem
RC Central America, 10-14 April, Guatemala
RC South America, beginning of May (date and place to be defined)
RC Central and Eastern Africa, June (depending on new RM)
RC West Africa, week of 8th of July, Sierra Leone
RC Central and South Asia, no meeting planned so far
International Advisory Council, 25 & 26 April

Branding the ICCO Cooperation

COMMUNICATION

The members of steering group of the cooperative (Kerk in Actie, Prisma and Edukans) decided in December to use the name 'ICCO Coöperatie' (Dutch) in The Netherlands and 'ICCO Cooperation' in the regions and in English. It was not possible to register ICCO under the English name 'Cooperative' in many regions because the legal meaning and commercial/business like association doesn't match with our mandate and programs. That would position the ICCO cooperative wrongly.

BRANDING

The establishment and branding of ICCO Cooperation means that in all communication (digital and print):

- ICCO&Kerk in Actie will be replaced in all regions with ICCO Cooperation.
- ICCO&Kerk in Actie will also be replaced with ICCO Cooperation or ICCO Coöperatie (Dutch correspondence) in The Netherlands. This corresponds with the branding policy in The Netherlands.

Because we work for one organization everybody will get the same ICCO Cooperation identity. For reasons of marketing and policy strategy in The Netherlands in some cases a division is feasible between the brands ICCO (Cooperation) and Kerk in Actie. Product brands in which ICCO is participating continue to use for

the time being the ICCO logo, not the ICCO Cooperation logo. This counts for Impulsis, Together, FairClimateFund, Fair&Sustainable. ICCO Investments has developed an own logo in relation to the ICCO Cooperation identity.

CO-BRANDING

- In The Netherlands and in the regions ICCO Cooperation will be co-branded with the ACT Alliance.
- Members of ICCO Cooperation (Edukans, Kerk in Actie and coPrisma) are requested to co-brand in The Netherlands with the cooperative ('Lid van de ICCO Coöperatie'). Some organizations are called associates when they participate through a membership of an umbrella organization (Prisma) or when they have observer status to become member ('Verbonden met de ICCO Coöperatie').



member of



» MEMBER OF ICCO COOPERATION

DYNAMICS

The addresses in Dynamics will be adapted. Eg. ICCO&Kerk in Actie changes into ICCO Cooperation. Also letters and contracts printed from Dynamics carry old footers. These will be revised with: *ICCO Cooperation is a global organization working towards a world without poverty and injustice. Members of the cooperation are co-Prisma, Edukans and Kerk in Actie.*

E-MAIL ADDRESSES

All employees working for the ICCO Cooperation will get a new e-mail address. Exceptions to this rule are the brand products: Impulsis, Together, FairClimateFund and Investments. ...@icco.nl changes into ...@icco-cooperation.com ...@iccokia.org will be transferred to ...@icco-cooperation.com. A template for an e-mail signature will be developed and executed.

INTERNET ADDRESSES

The following changes occur in the internet addresses:

Corporate

www.icco.nl stays www.icco.nl
www.icco-international.com becomes www.icco-cooperation.com

Regions

The URL's of the regional website www.iccokia.org/region change into www.icco-cooperation.org/region

The website www.iccokia.org will be integrated into www.icco-cooperation.com

More information: Jaap 't Gilde.

A branding directory with rules and samples will be available before 1st May.

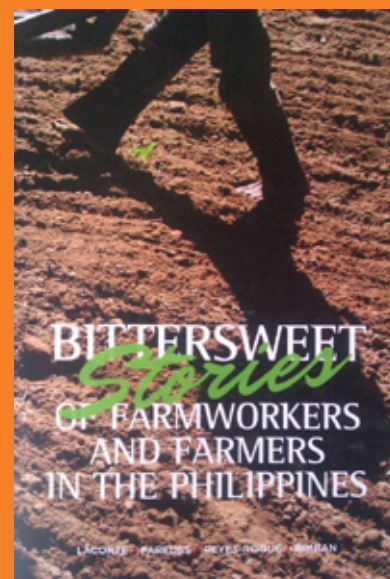
PUBLICATION: BITTER SWEET

ICCO in foreword new publication TFM

ICCO partner TFM (Task Force Mapalad) published a book about agricultural reform in the Philippines. "Bittersweet Stories of Farm Workers and Farmers in the Philippines," documents decades-long struggle to secure land for farmers.

Marinus Verweij, wrote the Foreword: 'We at ICCO are very much delighted that this book is being published. We urge everyone involved in the land rights struggle to read it and take the lessons'. ICCO partnered with TFM to secure landownership and the installation of 3,966 farmers in 4,317 hectares of land, followed by another project to enhance productivity among agrarian reform beneficiaries (ARBs) and engage the market later. Marinus stresses that credit for this should go to the farmers themselves.

The 178-page book costs 15 Euros plus courier fee and can be ordered at Marcella Bos, Communication Officer RO SEA.



Fundraising boost: go out and meet!

FUNDRAISING

ICCO's fundraisings efforts got a boost in 2012. The Institutional Funding Unit (IFU) has prepared an analysis of the results which will be presented to the MT and will be at the core of the coming Regional Funding Officers week that will take place first half of April at the Global Office.

In total 173 proposals have been elaborated and submitted, with a total project value for ICCO of € 174 million (see table 1). Big efforts were done especially by the Regional Offices in Central & Eastern and Southern Africa as well as in Central America, sometimes causing sleepless nights and early morning or late

nights skypes with the IFU at Global Office.

Big winners were RO's of Central & Eastern Africa and Central America with a contract value of € 22.6 and 10.5 million (see table 2). Most of these contracts are 3 – 4 years contracts contributing to a

stable income of the RO's in the coming years.

The funds were raised in total with 14 different donors. With the majority of the donors we won more than 1 proposal. Our top 5 donors are Dutch Embassies, the Dutch Ministry of Foreign Affairs, Europe Aid, ECHO »

PROPOSALS GENERATED PER REGION

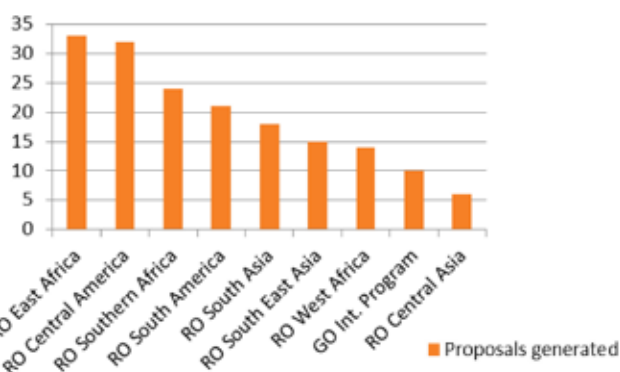


Table 1

FUNDS RAISED PER REGION

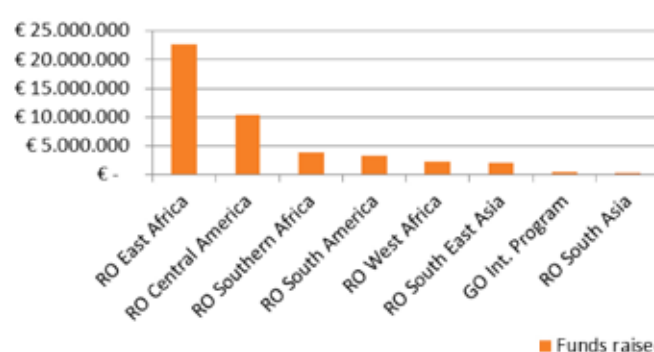


Table 2

» and the European Development Fund. Together they account for 93% of our total funding with 23 projects. This means that we are still quite dependent on our traditional donors, or in other words, there is still more to win, relations to be build with new interesting donors. Successful first meetings have already taken place with a number of potential new donors like the USA government and the European Investment Bank.

Most funds were attracted for three themes: Health & Education (H/E), Conflict Transformation and Democratization, Food & Nutrition Security. Table 3 shows more explicitly the difference between the three 'top' themes and the rest.

The final approval or success rate over the proposals elaborated and submitted in 2012 cannot be calculated as still 47 proposals have the status 'submitted'. These proposals still have to be assessed by the donors. Success rate was now calculated on the projects that have been assessed by the donor and were either rejected or approved. The average success rate of proposals was very high in 2012: 44%.

We appear to be especially successful in raising funds with donors that we know well and that know us well. With these donors we have a close relationship and in many cases we were in the position to also influence the nature of the request for

proposals and decision making process at the donor.

If we can learn one lesson from these successes, the lesson is:

it's all about relation building with donors, go out and meet them. The old saying among fundraisers is: first a relation, then a donation!!

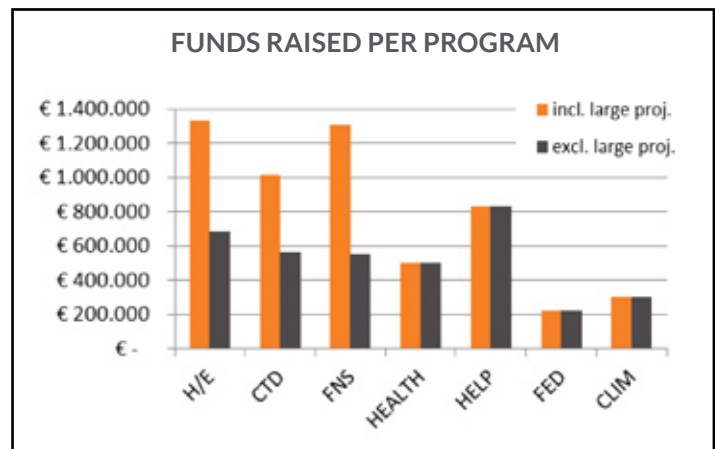


Table 3



I AM... Vove Mulume

MY PROFESSION

I have a Bachelor degree in Management from the University of CEPROMAD/Bukavu, DRC. I have a diploma in Micro-Finance Institutions Management from the ITEDC in Tel-Aviv

RELATION STATUS

I'm married to Christine Manegabe; we have 9 children (5 boys and 4 girls) among them twins. The first born is a lady who has a license degree in law. The second born a boy is studying at University in Ottawa in Canada. The 3rd child is a girl and is studying at University in Bukavu/DRC, the 4th child a boy is studying at University in Bukavu/DRC. The others are studying at secondary and primary schools in Bukavu-DRC.

MY FAVORITE ACTIVITY

Once back home from work,

I talk to my wife and children.

After that, I can watch television to be updated on news. The weekend, I go to Church on Sunday. I like traveling in and outside the country when I'm on leave.

MY MAIN TRAIT

1. Sometimes, I like amusing people.
2. I like serving others.

THE COUNTRY WHERE I WOULD LIKE TO LIVE

DRC is the best country to live in because of its climate, vegetation and are generous people. The second country I like is Tanzania.

MY FAVORITE WRITERS

I like to read the Bible (Epistle of Apostle Paul).

MY FAVORITE MUSIC

I like much gospel music.

WHAT I MOST ABHOR

I hate people who don't respect their engagements and who are hypocritical.

MY MOTTO

If you want to achieve good things, work hard as if you will never die.

WHY I WORK AT ICCO

I work for ICCO so as I also contribute to the fight against poverty.

WHAT MY COLLEAGUES NOT EXPECT FROM ME

That I can't give non verified information and they can't expect from me bribery or corruption.

I GIVE THE PEN TO

Rosemary Samuel, Office Manager ICCO South Sudan, Juba Office.

COLOPHON

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